

14 March 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence  
[redacted] SA/DDCI

STAT

FROM: Director of Central Intelligence

SUBJECT: Credo and Draft Remarks

A few overnight thoughts on Credo and draft remarks:

1. I'm a little reluctant to say, "We are the best." Other people should say that. We seek the best and work to make them better more accurately states our goal.

2. The list of what we've done looks like a laundry list unless we set the items against the concerns and goals which they address. Also, they might be grouped and sequenced better.

3. For example, describe in a sentence or so the concerns to which the DDCI and I and other senior officials are responding in making the public more aware of what we are.

4. The office level task forces listed first might better be the windup saying there are other problems and ideas and here's how we will continue to address and evaluate.

5. Group the personnel actions, marked A, and introduce them with a sentence.

6. Group the layering, red tape and flexibility issues, marked B.

7. Group the communications steps, aims, briefings, marked C.

8. Group participation steps, marked D.

9. You may find a better way to group them. Work in something about the doubling, or whatever it is, of the recruitment rate of CTs and our recent success at Stanford as described by [redacted]

STAT

William J. Casey

CIA CREDO

We are the people of the Central Intelligence Agency.

We produce timely and high quality intelligence for the President of the United States and other policymakers. ---

We provide objective and unbiased evaluations and are always open to new perceptions and ready to challenge conventional wisdom.

We perform special intelligence tasks at the request of the President.

We conduct our activities and ourselves according to the highest standards of integrity, morality and honor and according to the spirit and letter of the law.

We measure our success by our contribution to the protection and enhancement of American values, security and national interest.

We are the Agency's most important resource. We seek the best and work to make them better. We subordinate our desire for public recognition to the need for confidentiality, strive for continuing professional improvement, and give unfailing loyalty to each other and to our common purpose.

We look to our leaders to stimulate initiative, a commitment to excellence, and a bias for action; to reward and protect us in a manner which reflects the special nature of our responsibility, our contribution, and our sacrifices; and to promote among us a sense of mutual trust and shared responsibility.

We derive our inspiration and commitment to excellence from our motto: "Ye shall know the truth and the truth shall make you free."

*Suggested grouping worked*

IN SEARCH OF EXCELLENCE

16 MARCH 1984

A FEW WEEKS AGO I SPOKE TO YOU IN THIS SAME AUDITORIUM AND ASKED FOR YOUR HELP IN UNLEASHING A PROCESS TO GET FROM EVERY CORNER OF OUR ORGANIZATION A BROAD EXAMINATION OF WHAT WE ARE ABOUT, AND WHAT WE WANT TO FOSTER AND ENCOURAGE. I ASKED YOU TO DEVELOP A CONCISE STATEMENT OF GOALS, PRINCIPLES AND STANDARDS OF EXCELLENCE THAT WOULD BOTH REFLECT WHAT MAKES CIA GREAT AND SERVE AS A CONTINUING CHALLENGE TO OUR OFFICERS NOT TO REST ON THEIR LAURELS, BUT TO CONSTANTLY STRIVE FOR SUPERIOR PERFORMANCE AND EXCELLENCE. TO GIVE YOU A STRAWMAN, I PROVIDED A ROUGH DRAFT OF WHAT SUCH A STATEMENT MIGHT CONTAIN. I ALSO ASKED FOR ANY OTHER IDEAS OR SUGGESTIONS THAT ANYONE MIGHT HAVE FOR FOSTERING AN ATMOSPHERE OF CREATIVITY, A BIAS TOWARD ACTION. INSTEAD OF TAKING MONTHS AND PRODUCING VOLUMES AS OTHER ORGANIZATIONS HAVE DONE, YOU WERE CHARGED WITH COMING UP WITH TWO PAGES IN THREE WEEKS.

I'M VERY PLEASED ...

I'M VERY PLEASED TO REPORT THAT AS USUAL, YOU CAME THROUGH WITH FLYING COLORS. ON FEBRUARY 24TH I RETURNED FROM A TRIP ABROAD AND FOUND 34 INCHES OF THOUGHTFUL RESPONSES WAITING FOR ME. I HAD A HEAVY COLD AND STAYED IN BED FOR THE WEEKEND. THAT ENABLED ME TO READ ALL OF YOUR DRAFT STATEMENTS AND ADDITIONAL IDEAS AND SUGGESTIONS. I MADE NOTES ON THEM AND I SENT COPIES OF MY NOTES TO THE 663 OF YOU WHOSE NAMES APPEARED ON THE SUBMISSIONS I RECEIVED. I KNOW THAT THOUSANDS OF YOU PARTICIPATED IN THE DIALOGUE THAT GENERATED THOSE IDEAS AND SUGGESTIONS.

I HAVE TO ADMIT THAT YOUR CRITICISM OF MY DRAFT WAS GOOD FOR MY SOUL. IF I HAD KNOWN THAT IT WOULD BE SCRUTINIZED SO THOROUGHLY, I MIGHT HAVE SPENT MORE TIME ON IT. AS I'VE MENTIONED TO SOME OF YOU, THE UNKINDEST CUT OF ALL WAS, "IT SORT OF RESEMBLES A GOVERNMENT REGULATION." THE BEST COMMENT ANYONE COULD MUSTER WAS THAT IT WAS A RESPECTABLE FIRST TRY!

MANY OF YOU DID NOT MINCE ANY WORDS, AND I APPRECIATED THAT CANDOR. I UNDERSTAND SOME INITIAL HESITANCY GAVE WAY TO STIMULATING DISCUSSIONS AT ALL LEVELS OF THE ORGANIZATION. I WANT THAT DIALOGUE TO CONTINUE.

YOUR RESPONSES REFLECTED ...

YOUR RESPONSES REFLECTED A STRONG UNDERCURRENT OF IDEALISM AND A DESIRE TO ATTAIN EXCELLENCE. YOU HAD MANY GOOD THOUGHTS ABOUT WHAT WE DO BEST, WHERE WE NEED TO DO BETTER, AND HOW WE CAN DO THAT.

SEVERAL COMMON THEMES EMERGED:

--YOU HAVE A STRONG SENSE OF PRIDE IN YOURSELVES, IN YOUR WORK, AND IN CIA.

--YOU DO HAVE A STRONG BIAS FOR ACTION AND

--YOU WORRY THAT CREEPING BUREAUCRACY MAY BE STARTING TO TAKE A SIGNIFICANT TOLL ON OUR SPIRIT AND ON OUR ABILITY TO GET THINGS DONE.

--IT CAME THROUGH LOUD AND CLEAR TO ME THAT YOU HAVE A CLEAR CONCEPT OF WHAT WE'RE ABOUT AND THAT WHILE YOU WANTED A CLEAR AND CONCISE ENUNCIATION OF OUR GOALS AND IDEALS YOU ALSO LOOKED FOR FOLLOW THROUGH ACTION.

WHAT I WANT TO DO TODAY IS LET YOU KNOW WHAT WE PLAN TO DO TO FOLLOW UP ON YOUR IDEAS AND RECOMMENDATIONS.

TO ESTABLISH A ...

TO ESTABLISH A FRAMEWORK FOR OUR EFFORTS, I HAVE SYNTHESIZED YOUR SUGGESTIONS FOR A STATEMENT OF PURPOSE INTO A CIA CREDO. I BELIEVE THIS IS SOMETHING WE CAN ADHERE TO AND POINT TO WITH PRIDE WHEN ANYONE ASKS US WHAT THE CIA IS ALL ABOUT. AS YOU WILL SEE, IT SAYS THINGS LIKE:

--WE PRODUCE TIMELY AND HIGH QUALITY INTELLIGENCE FOR THE PRESIDENT OF THE UNITED STATES AND OTHER POLICYMAKERS.

--WE PROVIDE OBJECTIVE AND UNBIASED EVALUATIONS AND ARE ALWAYS OPEN TO NEW PERCEPTIONS AND READY TO CHALLENGE CONVENTIONAL WISDOM.

--WE PERFORM SPECIAL INTELLIGENCE TASKS AT THE REQUEST OF THE PRESIDENT.

--WE CONDUCT OUR ACTIVITIES AND OURSELVES ACCORDING TO THE HIGHEST STANDARDS OF INTEGRITY, MORALITY AND HONOR AND ACCORDING TO THE SPIRIT AND LETTER OF THE LAW.

WE ARE THE AGENCY'S ...

--WE ARE THE AGENCY'S MOST IMPORTANT RESOURCE. WE ARE THE BEST AND WORK TO BE BETTER.

--WE LOOK TO OUR LEADERS TO STIMULATE INITIATIVE, A COMMITMENT TO EXCELLENCE, AND A BIAS FOR ACTION; TO REWARD AND PROTECT US IN A MANNER WHICH REFLECTS THE SPECIAL NATURE OF OUR RESPONSIBILITY, OUR CONTRIBUTION, AND OUR SACRIFICES; AND TO PROMOTE AMONG US A SENSE OF MUTUAL TRUST AND SHARED RESPONSIBILITY.

--WE DERIVE OUR INSPIRATION AND COMMITMENT TO EXCELLENCE FROM OUR MOTTO: "YE SHALL KNOW THE TRUTH AND THE TRUTH SHALL MAKE YOU FREE."

TO CAPTURE ALL THE VALUABLE IDEAS AND SUGGESTIONS PRODUCED IN THIS EXERCISE, I CONVENED AN INTERDIRECTORATE TASK FORCE TO PULL TOGETHER A STATEMENT OF OUR MISSION AND GOALS TO SUPPLEMENT THIS CREDO. WE'LL SEE THAT THIS IS WIDELY DISTRIBUTED, ALONG WITH THE CREDO.

THIS GROUP ALSO ...

THIS GROUP ALSO CULLED THROUGH YOUR IDEAS TO IDENTIFY WHAT WE COULD IMPLEMENT RIGHT AWAY. I MET WITH THE TASK FORCE LAST WEEK AND AGREED WITH THE VAST MAJORITY OF THEIR SUGGESTIONS.

HERE'S A SAMPLE OF WHAT WE HAVE DONE:

--WE'VE ASKED THE DEPUTIES TO USE WHATEVER MECHANISM THEY WANT -- MAG GROUPS, OFFICE-LEVEL TASK FORCES, WHAT HAVE YOU -- TO CONTINUE TO PERIODICALLY GENERATE IDEAS TO IMPROVE THE WAY WE GO ABOUT OUR BUSINESS. WE BELIEVE THIS EXERCISE ONLY SCRATCHED THE SURFACE AND WE WANT TO TAP INTO THE WEALTH OF IDEAS OUT THERE.

--JOHN McMAHON, MYSELF, AND OTHER SENIOR OFFICERS WILL SELECTIVELY SPEAK TO RESPONSIBLE, INFLUENTIAL GROUPS TO EDUCATE THE PUBLIC ABOUT THIS INSTITUTION'S IMPORTANT CONTRIBUTION TO OUR NATIONAL SECURITY AND FOREIGN POLICY.

--I AM SENDING ALL AGENCY MANAGERS A LETTER LETTING THEM KNOW THAT OUR PURSUIT OF EXCELLENCE DEPENDS ON THEIR PERSONAL COMMITMENT TO COMMUNICATE OUR GOALS AND STANDARDS OF EXCELLENCE

TO ALL OUR EMPLOYEES ...



D TO ALL OUR EMPLOYEES. I EXPECT THEM TO PRACTICE "MANAGEMENT BY WALKING AROUND" -- TO BE VISIBLE, TO FOSTER SENSIBLE RISK TAKING, CREATIVITY, AND INNOVATION; TO BE OPEN TO YOUR IDEAS AND RECOGNIZE YOUR CONTRIBUTIONS.

B --HARRY FITZWATER IS TAKING A LOOK AT ALL OF OUR ADMINISTRATIVE PRACTICES TO DETERMINE WHERE WE CAN PROFITABLY STREAMLINE OUR PROCEDURES AND FLOW OF PAPER. WE WILL ENCOURAGE DELEGATION OF AUTHORITIES AND RESPONSIBILITIES WHEREVER WE CAN.

B --WE WILL MAKE ANNUAL WORK PLANS OPTIONAL, DEPENDING ON THE MUTUAL DESIRES OF SUPERVISORS AND THEIR EMPLOYEES.

B --WE WILL ELIMINATE THE REQUIREMENT FOR SEPARATE DOCUMENTATION FOR PROMOTION RECOMMENDATIONS.

B --THE ADMINISTRATIVE PROCEDURES OF OUR OFFICE OF TRAINING AND EDUCATION FOR EXTERNAL TRAINING WILL BE SIMPLIFIED.

--WE WILL FOSTER BETTER COMMUNICATIONS

C --BY GETTING MORE NEWS OUT THROUGH ODP'S ELECTRONIC MAIL SYSTEM, AIM;

C --BY HAVING EACH DIRECTORATE DEVELOP ITS OWN "TRENDS AND HIGHLIGHTS" PROGRAM THAT WILL BE OPEN TO ALL AGENCY EMPLOYEES.

THE OFFICE OF PERSONNEL ...

A --THE OFFICE OF PERSONNEL WILL PROVIDE PERIODIC  
BRIEFINGS OPEN TO ALL EMPLOYEES ON THE STATUS OF BENEFITS.

D --FEEDBACK FROM IG SURVEYS WILL BE SHARED AND EMPLOYEES  
WILL BE INVOLVED IN SOLVING THE PROBLEMS THAT ARE CITED.

D --WE WILL PROVIDE TEMPORARY CLEARANCES TO SPOUSES  
ACCOMPANYING EMPLOYEES OVERSEAS SO THAT THEY CAN TAKE PART IN  
SELECTED BRIEFINGS AND TRAINING COURSES PRIOR TO THEIR  
DEPARTURE.

D --WE WILL DEVELOP A BASIC INTRODUCTION FOR ALL ENTERING  
EMPLOYEES SO THAT THEY CAN APPRECIATE THE MISSION, GOALS, WORK  
ETHIC AND CULTURE OF CIA.

A --WE WILL WAIVE TIME-IN-GRADE GUIDELINES FOR PROMOTIONS TO  
REWARD EXCELLENCE IN PERFORMANCE.

A --WE WILL ELIMINATE THE 8-HOUR DONATION RULE FOR OVERTIME.

A --SPECIAL PAY SCALES WILL BE DEVELOPED FOR HIGH TECHNOLOGY  
JOBS AND OTHER CRITICAL SKILL JOB CATEGORIES.

A --WE WILL TAKE A CAREFUL LOOK AT THE IMPACT OF TECHNOLOGY  
ON OUR PEOPLE, THEIR JOBS, AND OUR OFFICE ENVIRONMENT.

A --WE'RE ASKING THE OFFICE OF PERSONNEL TO CONSIDER  
POSSIBILITIES FOR A PHASED RETIREMENT PROGRAM -- THIS IS AN

IDEA THE PRIVATE ...

IDEA THE PRIVATE SECTOR IS TOYING WITH TO PERMIT PEOPLE TO DROP BACK TO PART-TIME WORK AND PHASE OUT GRADUALLY RATHER THAN COMPLETELY, AS WE TRADITIONALLY DO NOW.

--MEANWHILE, WE ARE DEVELOPING A RETIREMENT SYSTEM FOR PRESIDENTIAL AND CONGRESSIONAL APPROVAL WHICH RECOGNIZES THE UNIQUENESS OF CIA AND THE DEMANDS THE AGENCY PLACES ON INDIVIDUAL EMPLOYEES.

THIS LAST POINT REMINDS ME OF ANOTHER COMMON THEME IN YOUR RESPONSES--PRIDE IN "THE UNIQUENESS OF CIA." I WOULD LIKE TO DIGRESS ON THAT FOR A MOMENT. I WANT YOU TO KNOW THAT IN THE THREE YEARS WE HAVE WORKED TOGETHER, I HAVE COME TO APPRECIATE THAT YOU ARE INDEED A SPECIAL GROUP OF PEOPLE. IN MY VISITS TO AGENCY INSTALLATIONS, WHETHER OVERSEAS OR HERE, I AM ALWAYS IMPRESSED BY THE HIGH CALIBRE OF OUR PEOPLE. I HEAR THE SAME THING FROM CONGRESSMEN AND SENATORS WHO HAVE VISITED OUR PEOPLE OVERSEAS OR WHO HAVE BEEN BRIEFED BY THEM HERE ON A WIDE RANGE OF COMPLEX ISSUES.

IN ORDER TO WORK HERE, ...

IN ORDER TO WORK HERE, YOU HAD TO SURVIVE ONE OF THE MOST RIGOROUS SCREENING PROCESSES KNOWN TO MAN -- THE HIGHEST SKILL REQUIREMENTS, PSYCHOLOGICAL TESTING, MEDICAL CLEARANCES, SECURITY CLEARANCES, POLYGRAPHS. OUT OF AN AVERAGE 153,000 INQUIRIES A YEAR, WE INTERVIEW ONLY 23,000 APPLICANTS. OF THOSE, 10,000 ARE ACTIVELY CONSIDERED BY COMPONENTS. ONLY 4,000 ARE PUT IN PROCESS, AND OF THOSE, 1,500 MAKE IT THROUGH THE ENTIRE SCREENING PROCESS AND ENTER ON DUTY. AFTER YOU HAVE EMERGED FROM THAT FUNNEL, THEN YOU UNDERGO A 3-YEAR PROBATIONARY PERIOD. ONCE YOU ATTAIN CAREER STATUS, YOU LIVE WITH ANY NUMBER OF CONSTRAINTS -- SECURITY RESPONSIBILITIES, PREPUBLICATION REVIEW REQUIREMENTS; ALMOST HALF OF YOU BEAR THE BURDENS IMPOSED BY COVER. WITH ALL OF THIS, YOU ARE THE PEOPLE POLICY-MAKERS TURN TO WHEN THEY NEED SOMETHING DONE WELL AND FAST. LAST YEAR YOU FORFEITED 97,000 HOURS OF ANNUAL LEAVE AND WORKED UNTOLD HOURS OF UNCOMPENSATED OVERTIME. YOU WON'T FIND THAT AT YOUR ORDINARY GOVERNMENT DEPARTMENT OR AGENCY. YOU ENJOY NO PUBLIC RECOGNITION FOR YOUR ACHIEVEMENTS AND MUST TOLERATE CRITICISMS - RESPONSIBLE OR OTHERWISE - IN SILENCE.

I KNOW AND APPRECIATE ...

I KNOW AND APPRECIATE ALL THAT. SO DOES THE PRESIDENT.  
AND SO DO OUR CONGRESSIONAL OVERSIGHT COMMITTEES.

I WANT TO THANK YOU AGAIN FOR THE TIME AND EFFORT YOU PUT  
INTO THIS EXERCISE. I WANT TO EMPHASIZE THAT THIS IS JUST THE  
BEGINNING OF WHAT I HOPE WILL CONTINUE TO BE AN ONGOING PROCESS  
-- THE PURSUIT OF EXCELLENCE AND THE EVER INCREASING EFFECTIVE-  
NESS IN CARRYING OUT OUR NOBLE MISSION IS SOMETHING WE ALL MUST  
STRIVE FOR TOGETHER.